

Environmental Realities which will Decrease Value  
Engineering Results unless Recognized and Properly  
Dealt with by Management

1. What people believe you think they are, determines what they must do and say.
2. Men are psychological -- not logical.
3. Feelings decide plans and limit decisions.
4. We cannot communicate to men's feelings by logic.
5. Decisions are very personal. Each is based mainly on minimizing the risk of personal loss.
6. Men discredit what they don't understand.
7. Management needs proven results plus understanding to make decisions.
8. Value engineering techniques are not motivators -- they are do it techniques. Necessary environment must be set by managers.
9. Knowledge is freedom -- lack of knowledge is partial bondage.
10. Creative people are felt to be hazardous by noncreative or judicial people.
11. The new has no chance to succeed in the hands of the one who wants to fail.
12. Never try out the new in the most difficult test.